



STATE OF MONTANA DEPARTMENT OF REVENUE JOB PROFILE

Working Title

Human Resources Manager

Job Code Title

Program Manager I

Pay Band

7a

Job Code Number

111917

Director's Office

Office of Human Resources

Fair Labor Standards Act

Non-Exempt

The Montana Department of Revenue administers more than 30 state taxes and fees; establishes values for taxable property, including agricultural land, residential real estate, commercial real estate, forest land, business equipment, railroads and public utilities; supervises the operation of the state liquor stores and agencies and administers the laws governing the sale, taxation, and licensing of alcoholic beverages; and returns unclaimed property to its rightful owners.

The Director's Office supports the agency's Director and is composed of four work units: Legal Services; Tax Policy and Research; Office of Human Resources (HR), and the Executive Office. The Office of Human Resources is responsible for a variety of HR duties including organizational and workforce development, employee and labor relations, staffing, employment law, performance management, compensation, and training and development.

Job Responsibilities

The Human Resources Manager leads and supervises staff responsible for the personnel administration, organizational development, and human resource activities of the department. Personnel administration consists of timely and accurate processing of employee payroll and benefit information, FMLA administration, recruitment and selection, and worker's compensation. Organizational development activities are made up of creation and administration of employee training, job classification, performance review administration, workforce development, and succession planning. The Human Resource Manager will provide consultation, mediation, and recommendations regarding human resource issues throughout the department. The incumbent provides guidance, technical assistance, training, and interpretation of state and federal laws, statutes, rules, and regulations for HR staff, department staff and managers, other agencies, and the public. The position reports to the HR director and is responsible for supervision of the HR staff.

- **Staff Leadership, Management, and Supervision 40%**

The incumbent is responsible for leading staff and managing the day-to-day activities of the unit. Responsibilities include monitoring the progress of work plans, goals, and objectives and aligning them with the department's goals and priorities. Supervision and development of staff is imperative to a manager's success.

Staff Leadership

1. Creates and maintains a high performance environment characterized by enthusiastic and positive leadership, direction, and a strong team orientation. Motivates employees to accomplish numerous division goals and objectives. Coordinates performance measures with staff. Encourages the development of new techniques or solutions to problems and assists with the resolution.

2. Readily adapts to changes in existing operations, programs, services, activities, and functions. Makes recommendations. Takes necessary action to implement or accommodate changes. Maintains a positive attitude in communication to staff even when difficult changes arise.
3. Maintains an atmosphere of safety within the unit. Ensures adequate training for all staff in proper lifting techniques, sensible ergonomic practices, and work-specific safety opportunities.
4. Makes and accepts responsibility for decisions necessary to carry out the unit's mission.
5. Accepts direction and feedback from supervisors and follows through appropriately.

Management

1. Conducts strategic planning in coordination with the human resource director to develop and establish short and long-range plans. Participates in development of viable goals and objectives consistent with agency priorities.
2. Develops programs, policies, and procedures to assure the citizens of Montana that the department operates in accordance with the highest standard of integrity and ethics.
3. Evaluates state and national standards; new trends and technologies; unit needs; and other factors to integrate requirements and resources into program plans.
4. Establishes priorities, deadlines, and work plans for program activities. Evaluates workflow processes, efficiencies, and problems to identify the most effective use of staff and material resources to meet goals and objectives. Appropriately allocates resources to accomplish assigned work by coordinating with other work units and programs and adjusting subordinate assignments as needed. Considers pertinent factors such as available resources, staff ability, timelines, and work load. Identifies the need for additional staff or resources while maintaining fiscal responsibility.
5. Plans, schedules, and assigns special projects. Initiates adjustments to reflect changes in overall division and agency goals, operations, and relationships to departmental divisions.
6. Reviews and monitors progress through meetings and consultations. Conducts staff meetings, disseminates data, and promotes information exchange for support and advancement of department mission and goals. Uses input from the staff to guide program responsibilities.
7. Recommends program budgets for staff and equipment. Reviews allocations, project plans and objectives, and expenditures.
8. Identifies information needs and develops reports, information systems, spreadsheets, and other tracking methods to monitor program status, work progress, unit performance, and individual performance. Uses data to identify areas of concern, strengths, and weaknesses. Provides analysis and recommends solutions to department management to resolve problems. Oversees quality control of information and sources.
9. Prepares correspondence in response to requests or inquiries. Ensures that necessary reports, correspondence, documentation, administrative actions, files, and records are correctly prepared, completed, maintained, and processed in accordance with applicable guidelines and time frames. Ensures the unit follows department expectations regarding disclosure and employee confidentiality.

Supervision

1. Recruits and hires employees. Interviews applicants and makes appropriate selection recommendations according to applicable laws, rules, policies, procedures, and guidelines. Ensures proper training and orientation of new employees.
2. Establishes criteria for acceptable work behavior and performance. Promotes workplace efficiency and productivity by educating, mentoring, coaching, and correcting employee behavior. Encourages exceptional performance and improvement in areas of individual weakness. Develops and monitors corrective actions.
3. Appropriately reviews, recommends, and initiates personnel actions according to applicable policies, procedures, and guidelines. Carefully considers options available. Works with Human Resources to take appropriate disciplinary action as needed. Enforces disciplinary policies.

4. Recognizes and promptly resolves internal and external issues. Mediates personnel issues in a very timely manner.
 5. Completes employee performance reviews. Defines goals and required results at the beginning of the performance review period. Communicates on a very regular basis with staff on progress toward those goals and results.
 6. Determines the training needs of staff through analysis of program effectiveness, new technology and policies, and staff performance. Ensures consistency in the application of training opportunities for all staff. Develops and enhances on-the-job training opportunities to ensure staff is provided the needed training to fulfill their job duties including cross-training opportunities. Provides necessary information and tools to staff to complete any new tasks and duties
 7. Communicates policy and procedures clearly and effectively in order to obtain desired results. Ensures staff adhere to rules, policies, and procedures.
 8. Monitors and approves staff leave usage while ensuring adequate coverage is maintained.
 9. Upholds and promotes the department's conviction to customer service throughout agency contacts as well as in communication with taxpayers. Staff is held accountable for providing the highest level of customer service to all those that they come into contact with.
- **Human Resource Project, Process, and Policy Management 30%**
 1. Creates and administers career development plans that add value and create job satisfaction for department employees.
 2. Collaborates with management throughout the department to develop, implement, and maintain a strategic succession planning model.
 3. Proactively leads the department's recruitment efforts. Adapts to internal and external workforce and economic changes.
 4. Develops HR performance management measures in conjunction with the HR director.
 5. Administers and adapts the department's performance review system. Ensures that managers meet timelines and communicate with employees.
 6. Oversees the collection of information from interviews, questionnaires, and surveys regarding human resource needs of staff at all levels. Compiles this information into reports and develops strategic plans to address issues and opportunities.
 7. Ensures disciplinary procedures are followed and performed uniformly throughout the department.
 8. Investigates and analyzes problems and complaints related to human resource processes and practices. Reports the findings and provides solutions.
 9. Collaborates with accounting and budgeting personnel regarding payroll and FTE data compilation and interpretation.
 10. Participates or leads special project teams as liaison and representative of HR. Provides valuable input to ensure overall project success. Coordinates meetings with appropriate staff representation. Ensures project plans are clearly identified, tracked, and reported.
 11. Effectively represents HR and the agency, as applicable, at meetings, conferences, hearings, committees, and other proceedings and events.
 12. Serves as a member of applicable management teams. Appropriately participating in team decision-making and associated activities.
 13. Keeps abreast of legislative, regulatory, management directive, organizational, or other changes or initiatives that may affect assigned area, analyzes impact, and recommends or takes necessary action to address them.
 - **Consultation 25%**
 1. Primary contact for sensitive or controversial human resource issues and concerns. Advises management and staff on how to comply with human resource laws, policies, and procedures.

2. Exercises tact and diplomacy in maintaining working relationships, communication, and contacts with office and department staff, the unions, other government agencies, the general public, and other department stakeholders. Promotes the department's mission of developing and maintaining good customer relations.
3. Consults with the HR Director when questions arise regarding high level issues ensuring that the department is pursuing the proper courses of action.
4. Properly exchanges and disseminates necessary information. Keeps pertinent parties informed of status of activities.
5. Assists managers on supervisory matters by advising on appropriate steps or actions to take; interacting or negotiating with employee representatives; or facilitating dialog between supervisors and employees in a mediation role.
6. Confers with employees and employee representatives on problems and grievances. Maintains amicable relationships with labor representatives.
7. Discusses concerns with employees in order to identify options or resolve issues prior to the formal filing of a grievance. Advises employees on grievance procedures. Assists supervisors in responding to grievances.
8. Ensures uniform and fair application of policies to individual circumstances.
9. Serves as the primary in-house resource on matters involving pay administration and working-hours policy under the Fair Labor Standards Act (FLSA). Assists administrators in interpreting and understanding regulations.
10. Researches and represents the department on disability issues involving workers compensation, disability retirement, disability and maternity leave, ADA, and FMLA situations. Reviews each on a case-by-case basis. Advises managers and employees throughout the department on questions and issues.
11. Interprets pay plan rules for agency management. Ensures agency-wide consistency and equity in pay administration.
12. Investigates claims of discrimination and harassment within the department. Prepares reports of findings and makes recommendations for action.
13. Develops and implements departmental or workgroup intervention strategies or best practices to improve performance through work group facilitation, team building, mediation, professional skill building, or organizational development initiatives.

- **Other Duties as Assigned 5%**

1. Performs other duties as assigned by the HR Director.
2. Acts for the HR Director as assigned.

Job Requirements

To perform successfully as a human resource manager, the incumbent must be self-motivated; possess a strong work ethic; maintain a positive attitude; and enjoy working with, and for, the public. Strong communication skills and the ability to communicate effectively and respectfully are required. The incumbent is required to analyze complex issues; identify others' underlying concerns and motives; deal with controversy and hostility in a professional and objective manner; establish effective relationships with others; and work effectively under pressure. Seasoned judgment in decision making is necessary since the work is performed with minimal guidance and within broad guidelines. It is essential that the incumbent has the ability to work independently but also as part of a team; maintain a high performance team; make sound decisions and be accountable for them; generate innovative ideas; and have personal initiative. The incumbent is expected to apply critical thinking skills; be a problem solver with the ability to identify and resolve tactical and strategic issues before they become problematic; resolve operational issues; elevate matters as necessary; recommend solutions; and effectively implement division changes and management directives. Incumbent is required to exercise discretion and judgment in handling confidential and sensitive information.

This position requires knowledge of professional personnel management theory including the principles of supervision, labor and employee relations, training, performance reviews, recruitment and selection, employee benefits, compensation, employee discipline handling, public speaking, and sound presentation techniques. Knowledge of public administration and management including strategic planning; project management; principles and methods of work planning; performance management including setting goals, objectives, and measures; operational and program planning; quality assurance methods; organizational development; project management; resource allocation; leadership techniques including coordination of people and resources; governmental organizational structure, accounting, and budgeting; legislative and administrative rule processes and guidelines; and state and department policies, procedures, and precedents is required. The work also requires knowledge of computers and database management including state information systems (SABHRS); data collection, analysis, and reporting techniques; compliance requirements and practices; customer service standards; business communications; records management; state and federal funding requirements; agency policies, procedures, and guidelines; supervisory principles and practices; department and state personnel policies, procedures, and precedents; and employment law.

- The minimum level of education and job-related work experience needed as a new employee **on the first day** of work is a bachelor's degree in personnel management, business administration, public administration and five years of job-related work experience including three years of direct supervisory and program management experience.
 - Work experience should be made up of personnel management experience including recruitment, labor relations, payroll and benefits administration, classification, policy development and interpretation, FMLA, ADA, discipline handling and experience in supervising/ managing program staff in an organization that utilizes a formal system of human resource rules and due process procedures for employees, competitive hiring and promotions, and preferably have operated in a union environment.
 - Other combinations of education and experience will be evaluated on an individual basis.

Department Core Values

- **Respect:** As a representative of the people of Montana, proceeds with the highest level of respect for the dignity of every person contacted through work. Without exception, all people are treated as equally as possible. The employee is a faithful steward of the resources provided to this agency by the citizens of Montana.
- **Integrity:** Conducts work honestly and makes decisions that establish a clear record that the department serves the public with integrity. Apologizes for mistakes and gives credit to others for their cooperation, work, and ideas in achieving positive results. Accountable for their actions and holds others accountable for theirs. Decisions and judgments achieve equity and justice for all parties involved including citizens and co-workers.
- **Productivity:** Consistently strives to minimize the waste of the department's financial, facilities, and human resources. Diligently works to improve the productivity and effectiveness of the work unit. Welcomes and encourages new ideas on improving the results of the department from the public, other officials, colleagues, and supervisors. Approaches work in a manner that builds goodwill, trust, and cooperation internally with other staff and externally with the public.
- **Teamwork:** Maximizes cooperation and teamwork when working with other employees, divisions, and other state agencies. Willing to work with others for the opportunity to learn from their ideas, talents, and knowledge. Seeks to resolve conflicts with other employees and work units in an open and respectful manner that reinforces teamwork. Celebrates the successes of others.

Working Conditions

This position has considerable mental stress and pressure due to supervisory issues; workload; conflicting, multiple priorities; critical projects with hard deadlines; time constraints; significance of decisions made; the challenging nature of contacts with taxpayers, elected officials, etc.; and coordination of all functions of the unit. At times, the incumbent will deal with angry, hostile, and difficult individuals to resolve concerns or to bring about compliance with regulations. This may cause stressful

work conditions and a high degree of mental stress. As a Department of Revenue employee, the incumbent may come into contact with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job. Work hours may exceed 40 hours per week from time to time. May involve minimal travel therefore a valid Montana driver's license is required. This position requires considerable computer and keyboard use. The incumbent may spend considerable time on the phone. Lifting is infrequent, less than 15 pounds and includes carrying light items such as papers and books. This job requires regular attendance as scheduled by the supervisor. This job cannot be performed at an alternate work site.

Special requirements

- Background Examination: Applicants for this position will be subject to a criminal background review before being considered for employment. Individual circumstances involving a criminal conviction will be reviewed to determine an applicant's eligibility for employment.
- Compliance with All Appropriate Montana Tax Laws: An employee's tax status must be current.

This job profile was produced by the Office of Human Resources in conjunction with the appropriate managers.

Division Administrator Review: The statements in this job profile are accurate and complete.

Signature: JeanAnn Scheuer, Human Resources Director Date: August 2010

Human Resource Director Review: The Office of Human Resources has reviewed this job profile.

Signature: JeanAnn Scheuer, Human Resources Director Date: August 2010

Employee: My signature below indicates I have read this job profile and discussed it with my supervisor.

Signature: _____ Date: _____

Name (print): _____